

# NOV 2022

## Vision and strategy for the sector

## Influencing and negotiating

### TAPR SUMMARY

#### About the Transforming Pharmacy Representation Programme (TAPR)

PSNC has agreed to take forward a comprehensive new programme of work to address the 21 RSG proposals that were directed at the Committee.

Alongside that, the Committee has reaffirmed its commitment to supporting LPCs through the proposed changes for them, and to working together with LPCs on the 10 joint PSNC and LPC proposals. In Summer 2022, Committee Members discussed the principles that should drive the work programme along with the overarching objectives for the transformation. They also agreed to take forward the programme through eight (7+ communications) key workstreams.

You can remain up to date with the latest developments at: <https://psnc.org.uk/tapr>.



A central recommendation from the RSG was the development of a strategy and vision for community pharmacy. This will require close engagement between PSNC and LPCs, sector bodies and other key stakeholders. We will also need to engage with Government and the NHS to influence their thinking as they develop their own primary care strategies. PSNC has taken responsibility for co-ordination and funding of the vision and strategy and has commissioned external expertise in support.

#### What's the goal?

Develop a compelling and effective strategy for community pharmacy. Demonstrate to Government and Commissioners the vital and growing role of community pharmacy in primary care. Create a financially sustainable future. Influence Government and NHS thinking.

#### Why is it important?

The vision will enable the sector to unite behind shared goals and ambitions. It will give contractors a 'direction of travel', so they can start to consider how they will need to change to deliver their full potential. It will provide a strong foundation for the negotiations on the CPCF.

#### What's been done so far?

The Nuffield Trust and The King's Fund have been commissioned by PSNC to help develop the Vision and Strategic Options.

#### What's still to be done

Engage with LPCs, contractors and the community pharmacy workforce, then:

- > Publish initial report for consultation - April 2023.
- > Publish strategy report - expected 2023.

If community pharmacy is to deliver on the Vision, the sector must take a strategic approach to advocacy, influencing, and the negotiation of the Community Pharmacy Contractual Framework and beyond. PSNC will work with external organisations to make sure the sector's local and national influencing and negotiating strategies are impactful, and review all our negotiating frameworks to deliver the best return for contractors.

#### What's the goal?

Take a strategic approach to advocacy, influencing, and negotiating of the CPCF and beyond.

#### Why is it important?

It is necessary if the vision and strategy is to be delivered and will ensure PSNC reviews its negotiating frameworks.

#### What's been done so far?

Political lobbying agency Luther Pendragon has been recruited and a national Parliamentary lobbying campaign is in development.

#### What's still to be done

Engagement with LPCs started in November, with implementation at a local and national level throughout 2023.

## Governance enhancements

There is a strong mandate from contractors to revise the governance of both PSNC and LPCs. PSNC has been reviewing its own constitution and a wider governance review is planned. Alongside these changes, PSNC is building support, guidance, and resources to support LPCs in changes they decide to make in response to the RSG report.

### What's the goal?

Develop the governance of PSNC and LPCs to reflect accepted good practice and improve representation.

### Why is it important?

Both PSNC and LPCs need to adopt accepted good practice and enhance representation for all contractors.

### What's been done so far?

PSNC agreed in September to reduce the size of the Committee from 32 to 24 members: 12 multiple and 12 Independents, plus the Chair and a CPW representative. Elections will take place in early 2023 and the new Committee will take post in April 2023. Version 1 of an LPC toolkit is now available. An updated LPC model constitution has been published.

### What's still to be done

- > For PSNC, a wider governance review starts in January 2023 - duration dependent on scope of the programme.
- > LPCs need to determine their own constitution and governance processes.
- > Ongoing support for LPCs progressing with their own reviews.

## Finance and levy re-calculation

A process for rebalancing community pharmacy representation funding towards national contract negotiations, which deliver more money to contractors, is now underway. Over the next two and a half years PSNC funding will increase by £1.5m a year. The expectation is that this will not cost contractors more, but should come from efficiencies within LPCs. PSNC's LPC Support Toolkit will support LPCs in identifying where savings can be made.

### What's the goal?

To change the calculation of the PSNC Levy across LPCs to deliver a fairer distribution of costs. To redistribute the total funding for community pharmacy representation towards the national 'contract'. Delivering a further £1.5million per year from 2024/25 for national negotiations.

### Why is it important?

More funding going towards higher value national contract negotiations is intended to improve outcomes for contractors.

### What's been done so far?

New LPC levy distribution model (based on contractor NHS income rather than number of NHS items dispensed) has been approved by LPCs. Indicative 2023/24 PSNC levy notified to LPCs.

### What's still to be done

- > Publication of PSNC high level work programme for 2023/24 – December 2022.
- > Publication of final LPC Levy for each LPC – February 2023.

## Support for LPCs delivering RSG recommendations

LPCs are independent organisations responsible to their contractors. They will respond to RSG recommendations in line with what is best for contractors. PSNC will provide guidance and support for LPCs, and is developing a toolkit to support those LPCs that wish to progress in a 'standard' way, as well as providing individual/ regional support where needed.

### What's the goal?

To strengthen representation and support for contractors at a local level.

### Why is it important?

LPCs need to ensure they are fit for purpose. Each LPC will be making decisions about what changes it needs to make in response to the RSG proposals. To do so they need appropriate information and support.

### What's been done so far?

LPCs have been considering the RSG proposals and deciding what they will be changing. Version 1 of the LPC toolkit has been released, to help support changes. This includes considering how and when to adopt the new model LPC constitution.

### What's still to be done

- > Engage with LPCs to iterate and improve the toolkit: ongoing.
- > Publish branding templates for "Community Pharmacy <locals>" - April 2023.
- > Ongoing support for LPCs at a regional and local level.

## Improving engagement and joint working

The sector will benefit from local and national leadership working more closely together and improving two-way engagement. The 2023/24 workplan will include the creation of structures and systems to enable this. However, the principles of greater engagement and transparency are central to the delivery of the TAPR programme, so contractors should see improvements before then.

### What's the goal?

To create structures, systems and culture to facilitate and improve two-way engagement between local and national leadership.

### Why is it important?

By working more closely together both LPCs locally and PSNC nationally can deliver better outcomes for contractors.

### What's been done so far?

Plans are being developed to put structures and systems in place in 2023/24 when other aspects of TAPR have been delivered and the increased funding starts to come into PSNC.

### What's still to be done

- > Review communications and engagement and develop engagement plan – January 2023.
- > Launch of the LPC Forum – during 2023/24, dependent on new LPC structures being in place.
- > Develop a wider Engagement Plan in March 2023 for implementation from April 2023.

## Branding and visual identity > PSNC and LPCs

PSNC is to rebrand as Community Pharmacy England, and is using the opportunity to refresh and define what 'Community Pharmacy England' is, what it stands for, and how it talks and comes across in the outside world. This is also an ideal opportunity to develop a partner brand for 'Community Pharmacy <locals>' for those LPCs that would like to switch to it.

### What's the goal?

Rebrand PSNC as 'Community Pharmacy England', along with partner brands 'Community Pharmacy <local>'.

### Why is it important?

Provides an opportunity to refresh and define what 'Community Pharmacy England' is, what it stands for, and how it comes across in the outside world.

### What's been done so far?

Tender process for external expertise completed in October.

### What's still to be done

- > Develop plan (including engagement plan) alongside external partner – November 2022.
- > Build 'rebrand' resources – January/February/March 2023.
- > Launch of new brand for PSNC – April 2023.
- > Support LPCs which wish to use the new brand for "Community Pharmacy".

## PSNC Chief Executive Janet Morrison OBE

### Launching the TAPR workplan, PSNC's CEO said:

"Community pharmacy contractors have made very clear through the contractor vote that they want to see a step-change at PSNC and the LPCs. A change in how we negotiate and make decisions on their behalf; a change in how we communicate and enable them to hold us to account; and a change in how we work together for the benefit of the whole sector. These are the principles underpinning our new TAPR programme of work, which are pleased to have already begun."

PSNC committed to answering questions about the TAPR work programme and about how levies will be spent in the future, and committed to allowing contractors to track progress against the RSG Proposals. A range of updates and resources have now been published to do this and these can all be accessed via: [psnc.org.uk/tapr](https://psnc.org.uk/tapr)